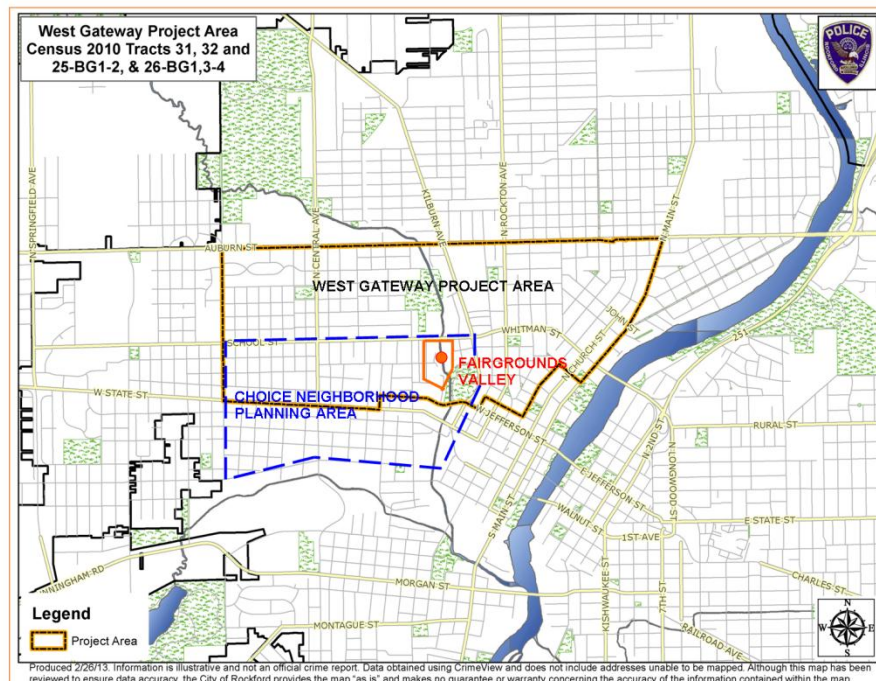


CITY OF ROCKFORD 2013 BCJI CATEGORY 1 PROGRAM NARRATIVE

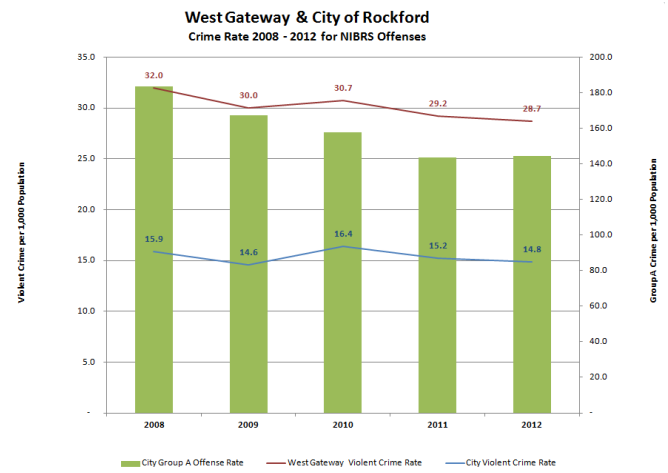
A. Statement of the Problem

The BCJI competitive grant announcement notes that while overall crime levels in the U.S. are at a 30 year low, a disproportionate amount of crime, jurisdiction-wide, occurs in a small number of locations, some as small as a single city block. RHA is home to one such “crime hot spot” neighborhood known as Fairgrounds Valley in Ellis Heights, where years of deferred investment and maintenance have contributed to the long-term decline of this Rockford neighborhood, located northeast of downtown and in the heart of the subject WEST GATEWAY neighborhood. Geographic boundaries include Johnston Ave (West), Auburn St (North), North Main St (East), and West State/Mulberry Streets (South); comprising portions of zip codes 61101 and 61103.

WEST GATEWAY NEIGHBORHOOD MAP AKA "THE NEIGHBORHOOD"



Surveys of the Fairgrounds public housing development, have identified site, circulation, structural and design deficiencies so severe, as to warrant razing the existing structures. The concentration of households in poverty exceeds 60% according to data provided by the U.S. Department of Housing and Urban Development (HUD). The current long-term vacancy rate is 21%. There are two elementary schools in the neighborhood, one of which is “low-performing”, the other of which is “persistently lowest-achieving”. There are no major grocery stores or fresh food retailers. There are no community-serving retail establishments such as clothing, convenience or hardware stores, or pharmacies. There are no banks, no restaurants, no family entertainment venues such as theatres, and no cultural arts facilities.



In 2011, the Rockford Housing Authority (RHA) applied for funding under HUD’s Choice Neighborhood Initiative (CNI) and was awarded one of 17 CNI planning grants out of a field of more than 100 applicants nationwide. CNI, which is a signature program of HUD Secretary Shaun Donovan, is similar to the multi-faceted BCJI program and the Administration’s Neighborhood Revitalization Initiative (NRI) in that it is designed to transform distressed neighborhoods into viable and sustainable mixed-income communities by focusing on three place-based core goals: 1) Housing; 2) Neighborhood; and 3) People. Under CNI, RHA brought together more than 22 community stakeholder participants in this effort including the anchor institution **Crusader Community Health**, a community-based, non-profit community health center founded in 1972 that provides healthcare for all, regardless of people’s ability to pay.

Additional members include the **Rockford Metropolitan Area for Planning**, the **City of Rockford Head Start**, **Alignment Rockford**, **Rock Valley College**, the **Ellis Heights Weed & Seed (Rockford Police Department)** program, the **YMCA** and **YWCA**, the State's **Regional Board of Education**, which serves the Rockford community, and the **Rockford Area Arts Council**. The **City of Rockford** is investing \$22 million in a massive reconstruction of West State Street, which bisects the Choice Planning area; the area comprises (est) 40% of The Neighborhood. Community and public housing **residents** of the neighborhood have been engaged and willing to invest their ideas and time in order to realize their dream of a better community and improved quality of life. The work that has been accomplished in CNI will serve as a platform for the BCJI program that will enable the City to Rockford to implement a comprehensive and multi-faceted place-based strategy to effectively reduce and prevent crime in The Neighborhood.

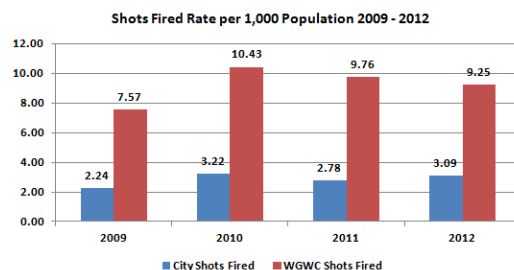
Nature and Scope of Crime Problem. What was once a thriving manufacturing center has experienced severe economic decline over the past decade. As a result, both Rockford, the third largest City in Illinois, and Winnebago County faced large budget deficits particularly during the years 2009 through 2012. Because of these deficits, the Rockford Police Department is today more than 30 sworn officers below its authorized staffing levels in 2009. This is in addition to 15 sworn positions that were recovered through the COPS CRRP program. Winnebago County Sheriff's Department is over 20 sworn staff below its 2009 authorized staffing level as well. County Probation has been cut 20% since 2008. Taxpayer expectations remain high even though funding is strained.

According to the December 2012 Illinois Department of Employment Security reports, Rockford's Local Workforce Area unemployment rate of 11.1% is the highest in the state. The current Illinois state average is 8.7%. UCR (Uniform Crime Reporting) data posted from the

FBI for 2008 through 2011 confirms that Rockford has a high percentage of violent crime per capita in Illinois, even higher than Chicago. We have an unmistakable presence of gang, drug, and gun issues.

The City of Rockford Police Department utilizes the FBI's National Incident-Based Reporting System (NIBRS) to report offenses. This is a system created by the FBI's UCR program and is more flexible with more in-depth data. City-wide violent crime offenses have remained consistently high over the last five years at less than a 1% change from five years ago. Additionally, when based on per capita data from the US Census Bureau, Winnebago County is equivalent with Chicago in both prison population per capita and parole population per capita based on residence counties. In Winnebago County, the number of offenders on adult probation has remained between 3,600 and 4,500 over the last five years. The last five years, however, has seen steady declines in budgets.

Shots fired offenses in The Neighborhood are up remain in excess of 3 times the City. Ellis Heights is comprised of sub beats 41, 42, and 43. This is the area where the West Side Weed and Seed (W&S) was located



and targeted for five years and a Drug Market Intervention program was conducted. The W&S program funding ended, and additional details have ceased. Neighborhood data shows that through February 11, 2013 2012, shots fired offenses were already 11% > 2012 year-to-date calls. The youth in this area are being taught to go pick up the empty shells from the gun so the shooter can flee quickly before the police show up. The target area is a poverty stricken location that has very low income levels and many areas of vacant and boarded up buildings. The mean single family home value in the Choice Neighborhood planning area is \$41,281, only 37% of the City

average. The mean single family home value for the City of Rockford is \$110,867. There are two schools in the area with a chronic truancy rate of 19 – 19.6%, much higher than the state rate of 3.2%.

According to the US Census Bureau, the local poverty rate is at 23.3%, higher than the Illinois average of 12.6%. The latest school dropout rate from the Rockford public schools district shows a 5.6% dropout rate, above the state average of 3.2%. Due to the economic conditions, crime in Rockford has gone up along with the demand for services. Our own demographic makeup is what drives the crime in our community. Because of this high crime and soaring unemployment, Forbes Magazine rated Rockford number 3 on their top 20 list of most miserable US cities in 2013. In 2011, Business Insider rated Rockford the 9th most dangerous City in America. Crime affects the health and welfare of the community. All of these contribute to the low quality of life in the area. Fear of crime is widespread and has brought many neighborhood groups together to work with law enforcement to address crime issues.

Even with the economic downturn and obvious obstacles, the Rockford Police Department and Winnebago County have been involved with several moderate to successful programs such as Weed and Seed, Drug Market Intervention, Gun Reduction Strategy, and Compstat. The department has been transforming from an organization that was highly reactive and response-driven to one that deploys resources strategically and better adapt to our changing environment. Rockford is very involved with crime mapping. Several large scale details have been conducted over the last six months involving nine area agencies to combat probation violations and address outstanding warrants. Though these initiatives are helpful, positive proactive efforts encourage us to be even more innovative and push these strategies and accumulated research into practice on a holistic and community level.

In order to implement at this capacity, in a time frame necessary to make substantive

change and revitalize the community it is necessary for Rockford to apply for and receive the this BICI opportunity. Rockford is not composed of victims but leaders whose lack of resources slow necessary progress.

B. Project Design and Implementation

Goals. 1) Reduce shots fired by 15%; 2) Reduce overall violent crime by 10% 3) Provide intensive case management for the top 25% “Most Dangerous” parolees; 4) Conduct Citizen’s Police Academies and Youth Police Academies within The Neighborhood; 5) Conduct a “Locks and Lights” program (we have done this before with Lowes and they have donated hardware for the project).

Planning. The Planning period will run the first nine (9) months of the program. During the planning period, the Rockford Police Department *Coordinator* will regularly convene RHA's Choice Neighborhood's Task Force, the (data partner) Regional Metropolitan Agency for Planning (RMAP) Neighborhood Network, and the Research Analyst under the structure of Rockford Area Violence Elimination Network (RAVEN). RAVEN is charged with determining a governance model and the more detailed collaborative work plan and timeline. Additionally, RAVEN will be the collector of data to support the objectives and strategies for crime reduction. This program will serve as a means to propagate neighborhood redevelopment. The Research Analyst will aid in the focus and implementation strategies to prevent, suppress and intervene in crime within the neighborhood. While this document sets in place project and programmatic activities, it is important we remain flexible in implementation so that the best strategies are implemented based on more detailed data discovered during the 9 month planning period.

Rockford proposes to develop, implement, and evaluate a comprehensive, proactive and coordinated crime-fighting strategy that includes suppression, intervention, prevention, enforcement, and revitalization. This innovative approach will include evidence and research

based policies and programs to meet the goal of improving community safety as a means to implement community development strategies. Objectives to attain this goal will be implemented over the 36 month project where the City of Rockford will serve as the fiscal agent.

Strategies include crime mapping of hot spots, prevention strategies, suppression strategies, and intervention strategies. Our strategies involve law enforcement, research, criminal justice, social service, community and neighborhood revitalization partners. Crime analysts have determined the hot spot by evidence based, or data analysis methods. All other strategies mirror research-based practices.

Prevention Strategies include: capacity building, education and community rallies, re-entry programming, directed patrolling, gun violence educational programs in the schools, and mentoring programs for at-risk youth.

Directed patrol enforcement will be conducted in this area. The intention of directed patrol enforcement is to prevent victims and offenders from meeting. If the victim and offender are prevented from meeting, the opportunity for crime will not take place and this will reduce crime.

RAVEN will mobilize partners such as RHA's CNI task force and Ceasefire of Rockford who have strong and successful community backbones and experience in message delivery and engagement. Ceasefire has requested funding for support and informational marches through the target area, especially the housing development where a several calls for service originate. RHA has requested additional interim security funding to place greater security detail in the public housing development and at RHA scattered sites.

Juvenile Probation will refer any at-risk probationers being supervised for gun offenses or violent crime for intense probation checks. Any compliance checks for curfew violations will

need to be conducted after 5:00 pm. A night time probation officer and police officer will team up and conduct probation checks on these individuals after their specified curfew. This will prevent crime through general deterrence because of an increased risk of apprehension.

Rockford Police will continue an educational program funded by the National Rifle Association called Eddie Eagle. Eddie Eagle goes into the schools and teaches youth what to do if they find a gun. This program has seen some positive response from the community and the schools.

Rockford Police conduct youth academies each year for at-risk youth. The Rockford Youth Police Academy is a week long program that targets at-risk youth ages 13 - 17. At-risk teens are placed with officers in a fun, educational, day-camp setting. Youth sign up or are referred by the school. Youth are issued a Youth Academy T-shirt, baseball cap, and flashlight. Several sessions are held including but not limited to; laws in society, drug/alcohol/substance abuse, fatal vision demonstration, history of policing, cultural sensitivity, domestic violence, teen dating violence, observation and awareness demonstrations, mock crime scenes, report writing, dive team demonstrations, CPR and first aid, fire extinguisher training (mock fire), qualifications for police and fire department jobs, gang intervention, bomb, SWAT, and K-9 demonstrations. Through interaction with police, school, and neighborhood residents, teens gain an understanding of the roles of police and citizens in the community. Joyner Resource Center and Juvenile Probation will be referring youth to this program this year from the target area.

Suppression strategies include: targeted gun sweeps/hotspots analysis of gun crimes, ATF tracing of illegal guns, enhanced gang intelligence, Police/Probation enhanced supervision of probationers (night checks), enhanced prosecution of those committing gun-related crimes, street narcotics enforcement units, and enhanced citizen reporting of illegal gun activities.

Targeted gun and drug sweeps include gun checks and drug sniffs in the Rockford Public schools. ATF currently and will continue to track any illegal gun and gun activity for the Rockford Police Department. Enhanced gang and drug enforcement intelligence will include undercover operations by the police with a coordinated effort by juvenile probation. More intense drug surveillance and details will be conducted in the target area. Because of the personnel shortage and severe budget restrictions, Rockford Police is requesting overtime compensation for this project.

Both Juvenile and Adult Probation departments will start conducting night checks of any probationers being supervised for a gun related or violent crime offense. These probationers are considered high risk. To conduct these checks, the probation department is requesting funding for both a juvenile probation officer and an adult probation officer. The Winnebago County State's Attorney has requested funding for a Prosecutor to concentrate on gun offense cases. Any gun offenses will be referred to the State's Attorney for revocation, or if not an adult probationer, the highest sentence possible. We want to send the message that gun crimes are serious offenses.

A gun intervention and reduction project will also be conducted in this area. The Rockford area CrimeStoppers has agreed to pay anyone who calls with gun crime information that leads to an arrest \$100 each time. Flyers and information will be distributed door to door in the target area with CrimeStoppers info. CrimeStoppers has requested funding for this specific purpose. This will encourage and enhance the reporting of illegal weapons by citizens.

Intervention Strategies include: enhanced assessment and case management of gun-involved youth, prerelease and aftercare programs, youth and parents life skills training, job training and placement, street outreach workers, and conflict resolution training.

Within the target area is Banner of Truth International (BOTI),. BOTI operates the Joyner

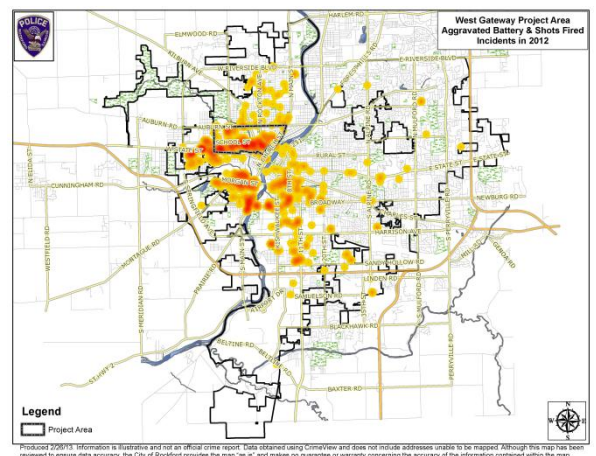
Neighborhood Resource Center. Joyner involves many partners and offers many services for a holistic approach for support, recovery, or reentry. They house programs for client assessment, case management, life skills training, computer and job training, employment services, youth after school programs, literacy courses, grandparent support, parent education and skills classes, legal services, culinary arts, and financial courses. These programs will be utilized, expanded, and leveraged through the duration of this program for holistic support of our target area. Joyner has asked for funding support through this program for expansion of their mentoring “Parent Cafes” that address parent education, conflict resolution, and parenting skills courses.

To help facilitate available social services and programs, collaboration partners include the RAVEN, City of Rockford, Rockford Housing Authority, Neighborhood Networks, Engage, Ezekiel’s Bread, Family Advocacy Center, Goodwill Industries of Northern Illinois, Greater Rockford Reentry Coalition, Juvenile Probation Department, La Voz Latina, Literacy Council, Northwest Community Center, Rockford Health Council, Rockford Area Arts Council and United Way of Rock River Valley. Most agencies hold their courses right at the Joyner center so the clients do not have to travel from place to place or find transportation away from their neighborhood.

Cross-sector Strategies include: *Cross-sector* identifies efforts that fall into prevention, suppression and intervention. Iris technology integration will blend service and data gaps between private security (see budget narrative) to allow for real-time data driven decisions making. The acquisition and implementation of Motorola systems will integrate private and public sector video monitoring PSIM software and equipment; an approach that boasts 40% crime reduction in some installations. Additionally fixed and mobile Automatic License Plate Recognition (ALPR) equipment shall serve to identify and reduce stolen, abandoned and crime related automobile uses.

Community Policing is an important component to this overall cross-sector strategy; however the change to geo-policing shall serve as a long range, sustainable method for ongoing crime prevent, suppression and control. Community Policing includes using neighborhood organization meetings as a medium for obtaining important information from the citizens of the community. The conversion to geographic policing pilot project is set to begin in 2013. It's the start of breaking up Rockford's police department into three precincts, and what supporters say is crucial to building better relationships and trust between officers and residents. The location of those three precincts will be throughout the city and includes a physical presence in the West Gateway Neighborhood.

Rockford has proven leadership and capacity implementing initiatives including research and place based strategies like Weed and Seed, Project Safe Neighborhoods, Drug Market Initiative, Reentry, Crime Camera Surveillance technology, and Evidence-Based Policing. Rockford Police has a specialized unit called the M3 Team (Map, Measure, and Manage) specifically designed to target high crime areas. This Unit is not only encouraged, but expected to be pro-active, go beyond enforcement, and find long-term solutions to issues. These initiatives and special units allow us to coordinate with the community, parole, probation, courts, local government, and the schools on a regular basis. Rockford Police uses volunteers everyday in its police work. Coordinated volunteers work in the Community Services unit, Identification, Traffic, and Administration.



Rockford Police are very concentrated on community policing as a part of their overall policing strategy. Part of our successful efforts include Compstat, an analytical tool designed to

use timely and accurate performance data to set targets and make informed decisions towards rapid deployment of resources, effective tactics, and organizational goals, is conducted monthly. Compstat identifies problem areas in the City. Recurring crimes are detailed by place, individual, and type. A plan is set into motion on how to immediately address these and it is monitored through the following months. It is through this process that staff recognizes reoccurrence of crime incidents and crime locations.

Rockford police have two crime analysts that have extracted data to identify the target hot spot. The hot spot was identified through this evidence-based method and has a disproportionate amount of crime, specifically crimes involving a gun. This hot spot tends to be a high-activity area and sees several calls for service and incident reports.

Under the Choice Neighborhood Grant the Rockford Housing Authority (RHA) has cultivated several initiatives to revitalize housing and communities. The program focuses on housing, people, and neighborhoods under the governing authority of the CNI task force. The emphasis is not just on the Fairgrounds housing development [210 apartments on over 15 acres] but the entire neighborhood; 40% of our target area. It has strengthened the bonds of housing and neighborhood improvements with appropriate services, schools, public assets, transportation, and access to jobs. 48 initiatives have been identified, inventoried and supported. "Owners" of each initiative have been identified for nearly each of the 48; these include partners committed to this effort as well as the University of Illinois College of Medicine (Rockford) and the University of Illinois College of Architecture - Urbana.

The City of Rockford assisted this comprehensive program with a \$22 million

revitalization of the West State Corridor. West State is the street that borders our target area on



Family resource center proposal in location 1

the South.

As technology is rapidly becoming one of the most important tools for enhancing the safety of citizens and communities along with first responders, Rockford Police is planning to utilize IRIS technology, video and intelligent video technologies integrated from the Housing Authority Properties to guide implementation decisions. Utilizing these techniques on its property RHA reduced "family site" crime by 81% over the period 2005 - 2011; statics in 2012 rose for this site, reversing a longstanding positive trend. To return to the positive it is beleived data and place based crime strategies must be integrated between RHA and Rockford Police.

Joyner Center, a key service provider of this program is located directly on this street. Altering the characteristics of the housing area and dynamics will produce larger and longer-term crime prevention benefits. The program that this most mirrors is Operation Eiger, a Baton Rouge comprehensive plan involving law enforcement, the courts, the juvenile justice system, community service organizations and faith community. The core of Operation Eiger was an intensive supervision program for youth on probation for gun-related offenses. Components of this program were also conducted in Oakland and Syracuse with some success. Rockford wants to take this a step further and include adult probation, directed enforcement, and revitalization.

Prevention Strategies

- ☐ Capacity Building
- ☐ Grassroots mobilization and community rallies
- ☐ Gun violence educational programs in the schools
- ☐ Mentoring programs for at-risk youth
- ☐ Re-Entry Programming w/intensive case management

Suppression Strategies

- ☐ Targeted Gun sweeps/hotspots analysis of gun crimes
- ☐ ATF tracing of illegal guns
- ☐ Enhanced gang intelligence
- ☐ Police/Probation enhanced supervision of probationers
- ☐ Enhanced prosecution of those committing gun-related crimes
- ☐ Street narcotics enforcement units
- ☐ Enhanced citizen reporting of illegal gun activities

Intervention Strategies

- ☐ Enhanced assessment and case management of gun-involved youth
- ☐ Prerelease and aftercare programs
- ☐ Youth and parents life skills training
- ☐ Job training and placement
- ☐ Street outreach workers
- ☐ Conflict resolution training

Cross-sector Strategies

- ☐ Community Policing
- ☐ Iris Technology implementation (technological integration of strategies and data between RHA private security and Rockford Police)
- ☐ Motorola PSIM and ELPR technologies

Capabilities and Competencies

The City of Rockford will be the fiscal agent and the Rockford Police Department will be the agency responsible for the project. Under Chief Epperson, Deputy Chief Lori Sweeney will be leading this program as Project Coordinator. Chief Epperson of Rockford Police Department (RPD) has served as advisor in the Drug Market Intervention Training Initiative operated and funded by the Bureau of Justice Assistance (BJA) at sessions in Milwaukee, WI, Tampa, FL, and Providence, RI. Additionally, one of RPD's key drug market intervention community partners, Reverend Copeland, has also served as a member of the national training team including a session with Chief Epperson in New York with David Kennedy.

The City of Rockford and Rockford Police Department will ensure fiscal accountability.

Specific roles and tasks are:

<u>Partner</u>	<u>Participation/Commitment</u>
City of Rockford	Fiscal Agent - responsible for all process and financial reporting
Rockford Police Department	Local Law Enforcement - to provide crime and arrest data to complete the crime analysis. Will provide drug and gun sweeps, gang intelligence, partner with probation officers for supervision compliance checks, narcotics enforcement, ATF illegal gun information, at-risk youth program, youth gun education program, and community policing activities
RAVEN	Governing Body to oversee the project.
Winnebago Probation Division	Hiring two Probation Officers (one adult and one juvenile) to conduct nighttime checks with Rockford PD and provide intense supervision. Will recommend revocation to the State's Attorney of any violators of probation

Winnebago County State's Atty	Hire Prosecution Attorney to focus on gun related crimes to ensure prompt case review and just resolution
Rockford Housing Authority	Cross Sector Partner- to support and provide information on housing status where so many calls for service are generated in and around. Welcome educational marches through the housing grounds. Ensure revitalization efforts continue with Choice Neighborhoods funding. Assist with resident engagement. SEE ALSO CNI TASK FORCE.
BOTI- Joyner Neighborhood Resource Center	Community Partner- to provide support and social services in the target area including client assessment, case management, life skills training, computer and job training, employment services, youth afterschool programs, literacy courses, grandparent support, parent education and skills classes, legal services, culinary arts and financial courses
Dr. Nick Corsaro	Research Partner- to promote a true and accurate study and impact report and analysis for the project
Ann Thompson-Kelly	Community Leader- Assist with resident engagement at neighborhood meetings and to support and further encourage justice and revitalization for her ward (target area). Will take progress and report back to the Rockford City Council to encourage expansion and sustainment
Ceasefire	Community Partner- assist with resident engagement and to provide educational marches and commune to prevent and speak out against gun violence
CrimeStoppers	Community Partner- assist with resident engagement by providing rewards for citizen reporting of illegal gun activities.
Iris Technologies	Community Partner- provider of network platform to integrate private security data and police data into a usable interface; designed to provide real time tenant and guest information in the field to assist officers in enforcement actions.
CNI Task Force	Community Partner- assist with Capacity Building by connecting existing partners and projects partners and needs in this effort
Neighborhood Network	Community Partner- assist with Capacity Building by connecting neighborhoods to share resources and information

Rockford and Winnebago County successfully completed two federally recognized W&S sites. The strategy involved a two-pronged approach: 1) law enforcement agencies and prosecutors cooperate in "weeding out" violent criminals/drug abusers/etc. and 2) community agencies, faith based organizations, and private organizations collaborating to "seed" services, including prevention, intervention, treatment, and neighborhood restoration programs will be continued for this program.

Rockford Police successfully implemented this multi-agency the Rockford Drug Market Initiative (DMI). In two high crime neighborhoods in Rockford, the Rockford Police Department worked with various community and

criminal justice stakeholders over several months to coordinate a targeted campaign to eliminate open-air drug markets and reduce drug-related crime. DMI was under the direction of Chief Chet Epperson. At the end of the third year, the designated DMI area realized over a 27% decrease in Type A crimes.

Compstat, an analytical tool designed to use timely and accurate performance data to set targets and make informed decisions towards rapid deployment of resources, effective tactics, and organizational goals, is conducted monthly. Compstat identifies problem areas in the City. Recurring crimes are detailed by place, individual, and type. A plan is set into motion on how to immediately address these and it is monitored through the following months.

The Winnebago County Adult Probation division runs a one-of-a-kind Resource Intervention Center (RIC) which enables community service agencies to provide much needed services to clients under one roof. RIC concentrates on programs for substance abuse, anger management, and mental health. Recidivism was reduced 63% for targeted offenders who participated in the RIC programs.

In order to conduct the evaluation of this project and receive a true and accurate impact report, the department will work with an experienced researcher, Nicholas Corsaro. Dr. Corsaro was introduced to Rockford through Ed McGarrell during Rockford's on-site meeting with David Kennedy to organize and implement the Drug Market Initiative. Out of this project, Dr. Corsaro along with Rod Brunson, and Edmund McGarrell published *Problem-Oriented Policing and Open-Air Drug Markets: Examining the Rockford Pulling Levers Deterrence Strategy* (Nicholas Corsaro, Rod K. Brunson, and Edmund F McGarrell, 2009). Dr. Corsaro is current on Rockford issues which will also streamline our process.

Evaluation, Plan for Collecting Data and Sustainment

Strategy	Evaluation tool
Prevention Strategies:	
Capacity Building	Increased community participation and activity
Grassroots Mobilization	Increase in recognizable events aimed at prevention i.e. National Night Out

Gun Violence Ed. Programs	The collection of initial and increase in ongoing participation/attendance
Mentoring at risk youth	The review of case plan improvements for recognized youth
Re-entry programming - intense case mgmt	The reduction of recidivism and involvement in crime by those on parole.
Suppression Strategies:	
Target gun sweeps	Increase in guns recovered in proactive effort vs. in crime activity
ATF tracing on illegal guns	Greater connection between buyer/seller of illegal guns
Enhanced gang intelligence	Reduction in gang related violence
Street narcotics enforcement units	Initially increase in drug arrests/confiscation with a reduction in long-term trending
Enhanced citizen reporting of gun activity	Increased reporting/calls by citizens
Intervention Strategies:	
Enhanced Assess/case mgmt of youth w/guns	Increased successful outcomes for youth previously involved in gun activity
Pre-release and aftercare programs	Decrease in criminal events and recidivism for parolees.
Youth and Parents life skills training	Decrease in bullying, fights and anger related crimes.
Street outreach workers	Decrease in violent crime in areas where outreach workers are active
Conflict resolution training	Decrease in anger driven crime
Cross-Sector Strategies:	
Community and Geo policing	Increase in community participation and an eventual decrease in criminal activity - Researcher and analysts to provide long-term data to monitor for trending based on new data platforms and access to information
Iris Technology integration	Initially an increase the number of arrests for criminal trespassing and outstanding warrants with a long-term trend focused on reduction as the community realizes the "prevention" nature of the product.
Motorola PSIM technology	Initially an increase the number of arrests or stops with a long-term trend focused on reduction via the "prevention" nature of the product.
Motorola ELPR technology	Initially an increase the number of stops with a long-term trend focused on reduction via the "prevention" nature of the product.

Outcome Measures. In order to assess program impact, we will collect criminal offense, arrest, specialized offense (i.e., gang homicides, gun homicides, shots fired), and calls for service data. These outcomes have been used in a number of prior studies as a means to assess the impact of strategic, comprehensive, and targeted police-driven initiatives (Braga, Kennedy, Waring, and Piehl, 2001; Braga, 2008; Braga and Weisburd, forthcoming; Corsaro and McGarrell, 2009; Engel, Tillyer, Corsaro, forthcoming; McGarrell, Chermak, Wilson, and Corsaro, 2006; Papachristos, Meares, and Fagan, 2007). The variables will be operationalized as

time-varying measures capturing the number of incidents at a given point in time (e.g., weekly/monthly/quarterly). Ultimately, we will examine whether there is a difference in these outcomes before and after program implementation. Conversely, at the individual level outcome data will center exclusively on re-arrest (recidivism).

Analytic Strategy. We plan to conduct trend analyses throughout the duration of the project. We will employ several statistical analyses on these official sources of trend data. In order to assess short term effects, we will examine bivariate analyses using pre/post trend graphs as well as percentage changes across these outcome measures. Ultimately, and when data are sufficiently available (i.e., 50-60 observations of pre/post data), we will conduct Autoregressive Integrated Moving Average (ARIMA) interrupted time series analysis. This strategy is well suited to test for the following potential changes: an abrupt, permanent and sustained decline in the outcomes of interest; a temporary, gradual decline in the outcome measures; trend stability; and, the impact of seasonality (McCleary and Hay, 1980). Time-series statistical models have been used in a number of focused deterrence evaluations to test for the immediacy, sustainability, and statistically significant changes in various violent crime outcome measures (Braga et al., 2001; Braga, 2008; Corsaro and McGarrell, 2009; Engel et al., forthcoming; McGarrell et al., 2006). These various analytical approaches will provide us an opportunity to test whether potential changes targeted crime outcomes correspond with the PSN strategy, and whether changes in outcomes are predicted by program implementation and fidelity.

The individual level data analysis focuses primarily on comparing official arrest records for those who are identified and formally involved in the Rockford comprehensive partnership strategy (intervention group) or not (comparison group). The analysis, which will be conducted in standard regression and difference in difference analysis frameworks (see Cameron and Trivedi, 2005), will control for factors like age and pre-intervention arrest history that may also

have an impact on whether or not an individual will recidivate following contact with the various Rockford strategies. Should individual-level effects be established at this stage, a multilevel analytic approach will be undertaken to determine whether the scope and nature of a targeted involvement with the intervention has an independent effect on the recidivism. Together, these procedures will help to demonstrate whether the mechanisms anticipated with this type of intervention can be identified at the individual level.

Program Fidelity. In terms of measuring program fidelity, time-varying measures of the various strategies will be collected by Nick Corsaro and University of Cincinnati (School of Criminal Justice and Institute of Crime Science) staff and graduate assistants. Given the comprehensive model in Rockford is designed to focus on a) suppression, b) intervention, and c) prevention, a number of implementation variables that capture these various components will be measured (see Corsaro et al., 2010, forthcoming; McGarrell, Corsaro, Hipple, and Bynum, 2010).

In order to capture suppression fidelity, we will measure the number of sweeps, night-checks, narcotics (and other) arrests, as well as weapons seized at a given point in time (e.g., week/month/quarter). To measure intervention strategies, we will measure how many offenders receive treatment (e.g., life skills training, aftercare programs, job training) and will subsequently track those who receive such treatment. For prevention, attendance and participation measures will be collected throughout the duration of the study.

Finally, and perhaps most importantly, the use of research integration and problem identification (at program onset) will entail collecting data regarding risk, using a variety of risk assessment tools in order to best identify high-risk offenders within the targeted neighborhoods (see Andrews and Bonta, 1994; Lowenkamp, Latessa, and Holsinger, 2006).

Sustainability Plan.

Rockford Police will implement data sharing agreements so that partners can share data and results for ongoing evaluation and decision making.

If deemed "successful project components" after analysis the components will continue through the following commitments. The 17th Judicial Circuit has agreed to review the progress of the Probation Divisions, both Juvenile and Adult, to assess the degree of success of hiring additional staff to accommodate night checks. The Chief Judge has also agreed the same for the Prosecution Attorney. Joyner has agreed to continue services through their already existing programs and any that are added through this project that show an impact. Both Alderman Thompson and Ceasefire will continue resident engagement efforts. RHA will continue its private security effort to assist RPD in addressing neighborhood issues; specifically on RHA properties. Further, RHA Choice Task Force will remain committed to leadership and ongoing capacity in the effort to prevent, reduce and combat crime as part of its revitalization strategy. The use of the Neighborhood Network and Neighborhood organizations to provide leadership and connectivity and additional ongoing capacity under RAVEN will continue.